

My name is Cindy Phelan. Quite some time ago as a college student living in Methuen, I was in need of a job. Fortunately, Lawrence General Hospital hired me as a temporary summer employee in a clerical position. That was 35 years ago and during that time, I have held seven different positions. Today I serve as the Vice President of Human Resources. Lawrence General Hospital has afforded me career opportunities, growth, educational support and amazing experiences. I am just one example of many Lawrence General Hospital employees who have been given these opportunities.

Lawrence General currently employs more than 1,400 dedicated professional, clinical and support staff. Hospitals run on people power. Our industry is also a team sport: during admission from the emergency center to an inpatient bed, approximately 12 different clinical experts and support personnel are involved in a patient's care.

We are here to serve the needs of the community 24/7...this is what we have done for over a century...this is Lawrence General's mission. Our focus must remain on access to high quality and affordable care for the people in our community as they have come to expect and deserve.

As a community hospital, "hiring local" creates a family friendly, supportive environment that caregivers and patients appreciate.

Currently, over 1,000 of our employees live in the immediate vicinity of the Merrimack Valley. In fact, 226 of our employees reside right here in Methuen.

Lawrence General is fortunate to have the expertise of many long-service employees and we use that expertise to mentor new staff members. Lawrence General Hospital hires on average 126 employees every year.

Our employees are loyal and committed as demonstrated by the fact that one quarter of our employees have worked at Lawrence General for over 20 years while the average length of service is an amazing 12 ½ years. We have been fortunate to experience low staff turnover. This provides our patients with confidence that our caregivers are experts in their field and dedicated to their health concerns, and that

with this continuity, we will be here when and if members of our community need us.

The average annual salary earned by our full-time employees is around \$67,000 and, overall, our salaries are competitive in the market.

In addition, Lawrence General Hospital provides health care coverage to nearly 1,000 employees and their families totaling 2,200 insured members.

As we all know, stable employment opportunities are crucial to the infrastructure of the local economy and its workforce.

In closing, let me share a bit of a "déjà vu" moment with you. Last time I stood and spoke in front of many people in this room, I was campaigning to become a class officer at Tenney High School (now known as Methuen High School). That campaign had a positive outcome, as I hope these hearings do. I urge the Office of the Attorney General to give careful thought to not only the tremendous service Lawrence General Hospital provides to the community, but also to the stable workforce opportunities it makes available to our 1400+ employees, particularly for those who also live in our local community.

Thank you for the opportunity to speak this evening.